*return to file Promptly*

RECORDS MANAGEMENT TALK

*Rec. Mgt 1-3*

*3 Oct 1956*

Introduction -

Good Morning!

It is always a distinct pleasure and a flattering experience for a person to be asked to speak about his own work. So, when [ ] proposed to me last Thursday that I tell you very succinctly about the work of the Records Management Staff I quickly accepted the opportunity.

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Looking at this group, however, I feel just a little bit apprehensive about my assignment because there are some here, who by virtue of their experience qualify as specialists in some of the fields of Records Management. There are others who have acquired a considerable knowledge in the field very quickly and [ ] demonstrated that last week when on short notice he gave [ ] a very good explanation of the Records Management Program.

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What is Records Management? To me, it is one of the services that the Management Staff has to offer the Agency to help it solve some of its problems, and a brief statement of the function of the Records Management Staff, therefore, is that it offers a service that makes available the techniques for the efficient use of Agency records.

RECORDS MANAGEMENT TALK

31 October 1956

As many of you know, I've been asked by [        ] to talk to you        **STAT**

about what we do in this field called records management.  I think this

exchange of professional know-how is a good thing.  I hope this little get-

together will be followed by other meetings of this group.  For as I talk

I believe you'll see how records management in one way or another will have

some bearing on your jobs, and vice versa.  At a future date we hope to

hear your side of the "Management Staff Story."

I don't propose that this talk be a progress report.  We hope we're

all doing our jobs effectively and to the best of our ability. ✓I simply

wish to give you some background on records management, how it was developed

in government and in industry, why in particular it is a vital management

tool in this agency, and how we are applying it to today's records problem.

First, a little history.  Records management was born of necessity.

Prior to World War II, even as early as 1887, attempts were made to do

something about the mounting records volume in Government.  There were

the:

|                       |        |
|-----------------------|--------|
| Cockerell Commission  | - 1887 |
| Joint House and       |        |
| Senate Commission     | - 1893 |
| Keat Commission       | - 1905 |
| Taft Commission       | - 1910 |

Some of the recommendations of these early commissions are commonplace

today.  They concerned carbon paper, use of typewriters, subject filing,

Dewey Decimal filing, and the disposition of useless files.

However, these commissions brought about only transitory results.

It was World War II and the post war era, with their masses of paperwork

coupled with rising costs, that demanded drastic action.  The military

services took the lead.  Of these, the Navy Department made great strides.

*their*
~~Its~~ success, I feel, established the pattern that many agencies now follow.
I say they deserve a good deal of the credit, ~~for~~ *because* much of their experience
*and many of their*
and accomplishments lead to the recommendations of the 1949 Hoover Commission,
which in turn brought about the Federal Records Act of 1950, our present
records management charter. The Navy plan brought all of the elements of
records management, that is, record making, record keeping, and record
disposition, under the staff direction of a single organizational element.

My plug for the Navy Department in no way detracts from the excellent
work of other agencies, some of which practiced a form of records management
as early as the depression years. TVA is a notable example.

With the Federal Records Act of 1950 as their charter, most agencies
went to work. While the Act cited all aspects of records management
as needing attention, it particularly emphasized the importance of records
disposition. Consequently, the agencies concentrated on this area. With
the guidance of the General Services Administration they made great inroads
into the huge accumulations of records.

But records were still being created at an alarming rate. It was
obvious to many in the field that not enough attention was being given
to the old axiom that "Today's paperwork is tomorrow's records." So in
1954, under the auspices of the 2nd Hoover Commission, a task force on
paperwork management was formed. Its mission --- to look at the total
records problem in government, including its effect on industry. Im sure
all of you have heard quotations from the task force's report such as:
"The number of pieces of paper used annually by the Government if stretched
end to end would reach the moon 13 times." "The present volume of Govern-
ment records would fill a file drawer reaching from DC to the Kremlin."
Suffice it to say, the task force found a problem that demanded
attention.

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So much for the outside world.  What about ourselves?  From any
other group but this one I would usually expect a statement that CIA
is different; that its records problem can't be compared with that of
other agencies.  This kind of statement is sometimes offered with the
hope that we can turn our backs to the problem.  Let me say, we _are_
different, and this difference makes records management even more      *+ General Counsel*
appropriate to CIA than it is to many other agencies.✗ I need not tell *Opinion*
you people about agency paperwork; you see it every day as you perform
your staff work.  Obviously, our security measures and the nature of
intelligence activities generate paperwork which would be considered
                                                                       *✗ Collection*
abnormal in other agencies ✗ And obviously, we must retain our records *activities*
for long, sometimes undertermined, periods if we are to carry out our
intelligence mission.  Look at the effect this has had on our record
volume.  In 1950 slightly over 6,000 pieces of equipment were needed to
file current records.  Today we need 23,655.  Fortunately, increased
records management activity in the past three years has brought about
a sharp drop in requirements for filing equipment.  But the agency is
still creating each year some 150 million pages of record material.  It
would take well over 11,000 4dr safe cabinets to house this volume
should it all (heaven forbid) have to be stored in office space.

The records and paperwork problem _is_ acute.  With present limita-
tions on office space, and with proposed limitations facing us in the
new building, the problem becomes even greater.  Mr. Dulles has stated
that he will not ask for a supplemental appropriation to provide for a
larger building than originally planned, and Mr. Kirkpatrick has expressed
his concern over agency paperwork with these words:  "There are times when
I think our greatest impact on the Russians could be to bundle up most of
our paper and drop it on them."

With these two problems of space and paperwork as keynotes, let me
then briefly cover the elements of our program to show you why we feel
records management is one answer to these problems.

Let's begin with record making. As you know, we have forms management, correspondence management, and reports management programs. Basically, all three of these programs have the same objectives -- to prevent the creation of nonessential paperwork, to improve the quality of essential records, and to reduce the cost of record making. The methods of conducting these programs, however, are somewhat different. We administer the forms management program on a modified centralized basis, that is, through ARO's *plushing* all requests for new and revised forms are submitted to us for analysis as to their design, printing specifications, stocking, and so forth. A centralized type of forms control program was inherited by us early in 1953. We feel that certain advantages justify continuing it on that basis, at least until most Area Records Officers are in a better position to devote more attention to forms management than they now can. On the other hand, the reports and correspondence management programs are sort of "do-it-yourself" projects. We've furnished the Operating Offices with personal guidance as well as written guides such as these and they've *Corr. Handbook* gone forward pretty much on their own. They've also had some official prodding. For instance, the correspondence Handbook provides Agency policy on the preparation of memoranda and letters. Also In August of this year Col. White directed his Staff Chiefs and Office Directors to establish controls over the creation and continuance of administrative reports. Similar control measures are proposed for the DD/I and DD/P areas.

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These controls provide for a continuing review of reporting requirements to determine whether they should be continued, or whether reporting systems should be improved. New requirements are screened also. In the DD/S area this review takes place principally at the Office level. If a requirement involves two or more Operating Offices, we coordinate the review. We also initiate studies of headquarters-wide reporting, using a central reference file we have established for this purpose. We plan to tie the DD/S, DD/I, and DD/P programs together by an Agency

*take this opportunity to admit everyone here that it looks like we going face ... ... by befellay,*

regulation. *By the way, speaking of regulations I want to*

While forms management and reports management have been advanced by
both promotion and directives, correspondence management has been fostered
almost exclusively by persuasion.  There are certain aspects of this program,
effective writing for example, that you simply can't regulate.  Correspon-
dence management, like all management programs, can only thrive in the
proper climate, which is gradually being developed.

Well, what have we done in this area of record making?  Let me cite
a few examples, not to blow our horn, but simply to illustrate the
application of techniques.

In forms management we've discovered that as more forms are brought
to us for standardization, the total average annual usage per form drops.
For instance, in 1953 we were providing service on 858 active forms.  Today
we service almost 1,900.  The average annual usage per form dropped from
about 22,000 in 1953 to 13,500 in 1956.  (Show graph on forms activity.)
How did this drop occur?  It resulted from working on such projects
as the intelligence information reporting and dissemination system.
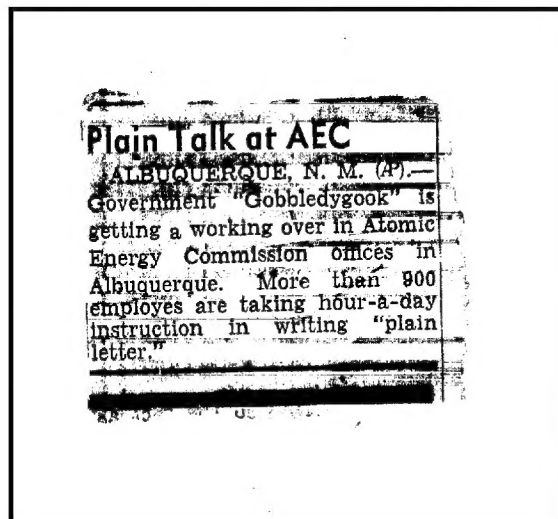Here's what happened:

<center>(SEE CARD A)</center>

In addition to servicing an increasing number of forms, we have
stepped up research and development activity.  Notable among the new
products we have promoted is NCR paper (No carbon required).  Twenty
types of forms on NCR paper, having a total annual usage of about 1
million sets, are now in use.  Our customers have been enthusiastic over
this new product which elimiaates carbon paper handling ... inproves security....
reduces classified waste... and speeds up systems. ✱ *Records Center*

*FORM-*

Correspondence management too is paying dividends, ~~although we admit~~
~~to their intangible~~ nature. ~~However,~~ *We* ~~do~~ have tangible proof of the
interest in this area.  The Office of Training calls upon us regularly to
talk on correspondence practices.  Training courses on correspondence style
and procedures are regularly scheduled by the Office of Training.  Many

<center>-5-</center>

### Plain Talk at AEC

ALBUQUERQUE, N. M. (AP).— Government "Gobbledygook" is getting a working over in Atomic Energy Commission offices in Albuquerque. More than 900 employes are taking hour-a-day instruction in writing "plain letter."

other offices periodically conduct refresher courses using the correspon-
dence Handbook as the basic guide. Form or pattern correspondence is being used
to a greater extent. Interest in effective writing is increasing. At a
recent staff meeting Col. White again referred to the handbook "Plain
Letters." *developed by Mona Shepherd whether is for ald before* Incidentally, over 1,200 copies have been distributed within *the*
headquarters. Also, just last week we were requested by the Chief of *beamera*
the Reading Improvement School to collaborate with her on developing a *VP of*
study on ways to improve the readability of agency writings. The *Ed Bishop*
Director has asked that this study be made. ✗ ⬚ *Fund* STAT

Agency employees have also shown an interest in improving corres-
pondence practices. Over one-third of the suggestions we receive pertain
to correspondence. We have adopted and promoted many of these. Letterex
is an outstanding example. As a result of promoting this labor saving
one-time carbon set, over 70% of all carbon copies prepared are typed
on Letterex. Recently we publicized another suggestion and at the same

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time were able to give the suggestion program a plug. (Show flier "Are
you Dropping Your O's.") We plan to use this advertising technique when-

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ever possible. ⬚ *Gave us his professional experience on this*

Reports management, our most recent venture in the records management
field began to pay off last fall. At that time Col. White directed that
each Staff and Office in the DD/S area study its administrative reports.
Shortly thereafter a survey was also taken in the DD/I area. We have
just scratched the surface, but already we know ⬚ man                    STAT
hours of headquarters reporting that have been eliminated. Many other
benefits are accruing as the major Offices increase their reports manage-
ment activity. The recent improvement in the Confidential Funds Report,
prepared by the Office of the Comptroller is a typical result.

(SEE CARD B)

The second broad area of concern to us is record keeping. Here we
are interested in what you file, how you file it, and whether you can find
it after you've filed it.                    -6-

I believe I can best describe this function of records management by aksing and answering the types of questions we used in surveying the files of an office.

Does your office have a file plan? It should to ensure that official files are designated, that files are located to provide the best reference service without duplication, and that minimum floor space is used for files. Here's a picture of a file roon before a plan was developed. (Show picture of Procurement Division file room). We haven't had a chance to take an "after" picture, but here's what was accomplished. (See Card C)

Does your office use standard filing supplies and equipment? It should for maximum economy and efficiency. See the difference in these file drawers. (Show two pictures of Medical files). At one time there were 54 types of folders bought by the Agency. Now we stock only six types. Official personnel folders costing only 6¢ are now serving as well as those which formerly cost 75¢. Since 1953 the average cost of ~~folders~~ agency has dropped from $7\frac{1}{2}$¢ to a little over 4¢. We recently convinced an office that a standard folder would serve equally as well as the 89¢ one requested. Filing cabinets have also been standardized. We once stocked 17 types; now we carry only 6. There are presently four headquarters notices

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Requisition from ORB STAT

providing for the standardization of filing equipment and supplies.

Does your office make the proper use of file fasteners and pressboard folders? Heavy duty pressboard folders are not justified if lighter weight (11 pt.) standard ones will not have to be replaced during the active life of the files. Also, fasteners should be used mainly for case or project files. Heavy duty folders and fasteners eat up file space, partioularly if they're used in quantities of ~~300~~ two hund or more per four drawer cabinet. Here's a Chart that shows this graphically (Show Chart, "What Happens When You Use Fasteners and Heavy Duty Folders"). And by the way loose filing takes 25% to 50% less time.

Before filing record material, do you pull off and destroy such nonessential
papers as routing slips, transmittal memos, courtesy copies, and copies of
superseded drafts? The answer is obvious; you should. *Here is a memo dgt
yesterday — Guess how many copies freed?*

Do you use five drawer cabinets in lieu of four drawer safes, and
letter size equipment instead of legal size equipment whenever possible
Obviously, the economies possible dictate that you should.

Are you misusing costly file space for storing miscellaneous material.
For instance, some Agency people still store their work papers overnight
in regular desk trays. If so doing they're using __4__ times as much
room as they should. This picture tells the story (Show photo of storage
trays in drawer). These storage boxes also prevent contents from spilling
and papers from getting lost behind file drawers.

Books, periodicals, blank forms, and office supplies also rob you
of valuable file space as this poster shows. (Show, "Save Safe Space")
Here are some other tips:

1. Centralize reference books and publications at the division
   or branch level. If they are unclassified, store them on
   book shelves.

2. Return books, periodicals, and other documents to the
   libraries when no longer needed

3. Depend more on the reference service of Agency libraries
   instead of building up personal libraries that may never
   be used.

4. Consolidate blank forms and office supplies at the division
   or branch level. Store these items in supply cabinets.

5. Keep in mind that just one drawer of a safe cabinet costs
   over $85, and that it requires 9 sq. ft. of floor space.

Are expensive card files, such as visible indexes, justified? Look at the
difference in equipment costs and floor space requirements for visible and
vertical files (Show comparison of costs and floor space requirements.)

This does not mean that visible card files should not be used. It simply points up that the need for a visible index system should be carefully weighed against the additional costs for equipment and floor space.

Are your administrative records filed according to the Agency Handbook on Subject Filing (Hold up copy of handbook.) They should be if you want prompt, efficient, reference service regardless of personnel turnover. The subject-numeric method is an easily installed and understood standard system for filing and finding your current records. So far we have installed the system

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Have you a simplified efficient mail control system. If not, the five part Mail Control Form may be the answer (Show flier on Mail Control)

Do you periodically cut off your files, say at the end of a calendar or fiscal year? You should, otherwise they'll keep growing year after year, making reference to your current records much more difficult, and increasing the volume of noncurrent records that should be destroyed or transferred to the Records Center. You may find yourself in the spot of this chap (Show sketch of girl kneeling on desk to open file drawer)

*Vital Materials - Schedule - Vault - Operation Alerts - Schedule.*

This brings us to our third main area of records management -- records disposition.

First let me explain why records disposition makes sense. One good reason obviously is the high cost of safe cabinets. *314 - 352* You may wonder though, whether there is any real saving in transferring records from office space to records center storage. The answer is a definite yes. Figuring in all costs for floor space, equipment, building maintenance, and personnel, it costs less than ~~$800~~ $8 to store in the Rec same volume of records that would have to be kept in office safe cabinet costing $314. In addition, greatly needed off released.

CPYRGHT

**Mid-East Crisis Forces Pentagon To Ration Maps**

WASHINGTON, Oct. 30 (UP).—The Middle East crisis touched off a rush for maps in the Penta

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Army Map to get Mid- Because of nand, the rationing

On what basis are records either transferred to the Center or destroyed
in the office area?  The legal authority for these actions is a Records
Control Schedule, developed by this staff in collaboration with an Area
Records Officer, approved by the component chief concerned, the Chief,
*The National Archives*
Records Management Staff, and the Congress.  Here is a typical Records Control
Schedule (Show schedule and describe).  *Sanitizing Schedule*

Today there is a Records Control Schedule for each Operating Office in
*except Comptroller, Comunos & Logistics*
the DD/S and DD/I areas, with the exception of OCR.  We are presently
*For OCR & Logistics*
developing the schedules.  A blanket schedule covers all records in the DD/P
*It needs considerable revision.*
area.  As a result of these schedules and a certain amount of transfer
activity that took place before they were developed, a total of 32,778
cubic feet of records had been transferred to the Records Center by the
end of FY 56.  (Show chart on RC activity)  This volume is equivalent to
4,097 four drawer safe cabinets worth over $1,286,458,                          STAT

                                                                                STAT

At the end of FY 56, the Center had 27,903 cubic feet of records.
The difference between the total cubic feet transferred (32,778 cubic feet),
and the volume then on hand (27,903 cubic feet) results from disposal
activity at the Center.  This activity is a vital phase of records  center
operations.  It stems from a continuing review of reference rates and the
application of Records Control Schedules which provide for the destruction
of totally inactive records at the Center.

Another review essential to a well run disposition program is the re-
examination of the Records Control Schedules each year, or upon a change in
the organization or functions of an office.  This ensures that the schedule
is current, and has the added effect of promoting the timely transfer or
destruction of records.  *Post Audit- You can Help.*

With records disposition I've covered the essential elements of a
records management program.  We feel that, besides being our bread and butter,
records management has been a real boon to the Agency.  The proof is in the
pudding, so they say.  We believe the

there are two other indications that records management is more than just

paying its way.

*payleaf*

1. The average cost of safe cabinet procurement for
FY 55 and 56 was $144,750 compared with the average
cost of $604,500 for the years 1951 through 1954.
(Show chart on equipment procurement)

and *payleaf*

2. For the first time to our knowledge, an Operating
Office disposed of more records than it created.
[                                    ] (See Card D).

On this hopeful note I close my talk.

*Also se closing of Space pamphlet*